

School of Accounting and Commercial Law

## **ACCY 302 ADVANCED MANAGEMENT ACCOUNTING**

Trimester One 2010

### **COURSE OUTLINE**

---

#### **Names and Contact Details**

Course Administrator:	Ms Rainet Mutandwa Rainet.Mutandwa@vuw.ac.nz	RH 708	463-5383
Course Coordinator & Lecturer:	Dr Carolyn Fowler Carolyn.Fowler@vuw.ac.nz Weeks 1-2 and 7-10.	RH 603	463-6506
Lecturer:	Mr Ken Bates Ken.Bates@vuw.ac.nz Weeks 3-6 and 11-12.	RH 716a	463-6474

#### **Trimester Dates**

Trimester 1 begins on Monday, 1 March and ends on Wednesday, 30 June (examination period inclusive).

#### **Withdrawal from Courses:**

Information available via

- **Withdrawal dates: Late withdrawals with Associate Dean (Students) permission (See Section 8: Withdrawals - from the Personal Courses of Study Statute)**  
<http://policy.vuw.ac.nz/Amphora!~~policy.vuw.ac.nz~POLICY~000000001743.pdf>
- **Withdrawal dates: refunds:**  
<http://www.victoria.ac.nz/home/admisenrol/payments/withdrawalsrefunds.aspx>

#### **Class Times and Room Numbers**

- Tuesday 3.40 to 4.30 p.m. in RH LT2
- Wednesday 2.40 to 3.30 p.m. in RH LT2
- Friday 2.40 to 3.30 p.m. in RH LT2

There are eight tutorials in this course. Please refer to pages 6 and 7 for details on dates and tutorial sign-up and notification procedures.

## Course Content

	Dates		Weekly Topic Timetable	Chpt	Tutorials	All Assignments due Wednesday 2.30 p.m.
1	March	2 3 5	Introduction Strategic Management Accounting (SMA) Value chain analysis (VCA) and lifecycle budgeting and costing	1 2		
2	March	9 10 12	VCA and lifecycle budgeting and costing Activity-based costing and ABM	2 appx	Value chains: <i>Levis Case</i>	
3	March	16 17 19	Decision making & constraint management Relevant costs and short-term decisions	3	SMA/SCM and lifecycle costing: Kiwiphone Ltd	<i>Assignment 1 SMA (Levi's Personal Pair Jeans)</i>
4	March	23 24 26	Long-term decisions and investment appraisal Structural choices & transfer pricing	3 5	Strategic decision making: <i>Solski Case</i>	
5	March April	30 31 2	<b>Test 1 This Week</b> Structural choices & transfer pricing <b>Good Friday (No Class)</b>	5		
			<b>Mid Term Break</b>			
6	April	20 21 23	Customer profitability analysis (CPA) and customer value	6	Transfer pricing: Wellington Trailers	<i>Assignment 2 Strategic Decision Making (Solski)</i>
7	April	27 28 30	Traditional and contemporary inventory management Supplier value	7	CPA: <i>Aotearoa Bank Case</i>	
8	May	4 5 7	Quality management and quality costing	8	Inventory management: 24 hour Star Mart	<i>Assignment 3 CPA Aotearoa Bank</i>
9	May	11 12 14	<b>Test 2 This Week</b> Target pricing and costing management Environmental cost management	8 9		
10	May	18 19 21	Environmental cost management Incentives, Compensation & Empowerment	9 4	Quality management: <i>NRMA Case</i>	
11	May	25 26 28	Balanced performance measurement, management and the BSC	10		<i>Assignment 4 Quality Management (NRMA)</i>
12	June	1 2 4	Financial performance measurement and firm value	11	Performance management: <i>Case review – The Black Swan Hotel</i>	

Please note: the weekly topic timetable of this planned course content is a guideline only and variations may occur.

Note: appx = appendix

## Course Learning Objectives

By the end of this course, students should be able to:

1. evaluate an organisation's strategy and associated risks using a strategy-based value chain and examine the linkages to and between strategy, processes and activities;
2. discuss the importance of risk and strategic decision-making and the resulting implications for an organization at the strategic, process and activity level;
3. analyse the management of human resources, the impact of their behaviour on the organization and the associated risks;
4. evaluate the organisational structural choice between decentralisation and centralisation and consider and apply transfer pricing;
5. discuss supplier value and the need to manage the risks associated with external relationships, and consider and apply inventory management techniques;
6. discuss customer value and risk and develop customer-focused strategies and tools for monitoring and managing customer risk exposure;
7. compare and contrast traditional environmental cost accounting with contemporary views that incorporate environmental management and risk;
8. evaluate the use of quality as an operating strategy and to manage risk;
9. develop and examine strategy-based performance measurement to enable the determination of organisational outcome/performance achievement;
10. evaluate traditional financial methods of valuing organisations and compare and contrast with the risk-adjusted view of organisational valuation.

## Course Prerequisites

The prerequisites for this course are ACCY001 and ACCY223. If you have not passed **both** of these courses, please see the Course Coordinator.

## Course Delivery

The course will be delivered using a lecture and tutorial format. Before attending the lectures, you should read the assigned chapter and print of any lecture notes from Blackboard. Before each tutorial, students need to read and work through the tutorial questions.

## Expected Workload

There will be 4 hours per week of scheduled class contact time consisting of lectures and tutorials (for 8 weeks). An average student should spend 13 hours per week for preparation, reading, and writing in addition to attendance at lectures and tutorials.

## Readings

### *Set Text*

Hunt, C., and Fowler, C. (2009), *Management Accounting: Strategic decision making, performance and risk*, Pearson Education New Zealand: Auckland.

As well as the set text, students are required to purchase a copy of the *Assignment and Tutorial Book* from the VUW bookshop (Pipitea Campus)

### *Recommended Reading (on closed reserve)*

- Horngren, C.T., Datar, S.M., Foster, G., Rajan, M., and Ittner, C. (2009), *Cost Accounting: A managerial emphasis*, 13th edn, Pearson Prentice Hall: Upper Saddle River, NJ.

### *Additional books.*

The following books have been placed on closed reserve or 3-day loan in the Commerce Library.

- Hopper, T., Northcott, D., and Scapens, R, (2007), *Issues in Management Accounting*, 3rd edn, Prentice Hall: Harlow, England; New York.
- Garrison, R.H., Noreen, E.W., and Brewer, P.C. (2006), *Managerial Accounting*, 11th edn, McGraw-Hill/Irwin: Boston.
- Hoque Z., (2003), *Strategic Management Accounting*, 2nd edn, Pearson Education: Australia.

### **Materials and Equipment**

Materials permitted in the two tests and the final examination are:

- Non-programmable silent electronic calculators.
- Non-electronic foreign language/English translation dictionaries.

### **Assessment Requirements**

#### **1. Test 1 –Week 5 – Day and time to be advised (Pipitea Campus)**

*Weighting: 20%*

This test is on all material covered during the first four weeks of the trimester (weeks 1-4) including lectures, tutorials, assignments and any extra work given by the lecturer(s), excluding the Structural Choices and Transfer Pricing topic.

#### **2. Test 2 –Week 9 – Day and time to be advised (Pipitea Campus)**

*Weighting: 20%*

This test is on all material covered during the middle four weeks of the trimester (weeks 5-8), including lectures, assignments, tutorials and any extra work given by the lecturer(s).

#### **3. Final 3-hour examination, held during the examination period**

*Weighting: 60%*

The final examination is on all material covered during the 12-week trimester.

These assessments meet the course objectives by:

- Covering all topics taught in the course.
- Integrating case studies, as completed in the mandatory assignments, into the exam.
- Assessing the understanding and application of management accounting tasks and the evaluation of management accounting theories and concepts.

*Note: Your assessed work may also be used for quality assurance purposes, such as to assess the level of achievement of learning objectives as required for accreditation and audit purposes. The findings may be used to inform changes aimed at improving the quality of FCA programmes. All material used for such processes will be treated as confidential, and the outcome will not affect your grade for the course.*

### **Examinations**

Students who enrol in courses with examinations are obliged to attend an examination at the University at any time during the formal examination period. The final examination for this course will be scheduled at some time during the period from Friday 11<sup>h</sup> June to Wednesday 30<sup>th</sup> June 2010 (inclusive).

### **Communication of Additional Information**

Additional information concerning this course will be provided in lectures or posted on Blackboard

## **Mandatory Course Requirements**

In addition to obtaining an overall course mark of 50% or more, students must:

- Complete and submit the **FOUR** assignments
- Attend **6 out of 8** tutorials.

An attendance register will be kept for tutorials. If you find it necessary to miss a tutorial please try to notify the tutor or Course Administrator in advance, so arrangements can be made for you to attend another tutorial stream. There are 8 tutorials in total. As emergencies and unexpected occurrences can occur, it is only mandatory to attend 6 of the tutorials as a course requirement. Accordingly, you do not need to produce medical certificate or other documentation if you do not attend 1 or 2 of the 8 tutorials.

**However if you attend less than 6 of the tutorials, you will need to produce medical certificate or equivalent documentation for all tutorials missed.**

A list of those students who have not met the mandatory course requirement will be posted on Blackboard by 12 noon on **Thursday 10 June 2009**. Students who have not met the mandatory course requirement will receive a K, D or E grade for the course.

## **Class Representative**

A class representative will be elected in the first class, and that person's name and contact details will be available to VUWSA, the Course Coordinator and the class. The class representative provides a communication channel to liaise with the Course Coordinator on behalf of students

## **Late Assignment Penalties**

Assignments must be handed in on the due date unless prior permission has been granted or unless proof of exceptional circumstances can be produced. Please note: any copying of assignments answers will be considered plagiarism and dealt with according to the policy outlined at <http://www.victoria.ac.nz/home/study/plagiarism.aspx>

## **Assignments**

You have **FOUR assignments** due by **2.30 pm** on the following days:

*Assignment No 1: Wednesday 17 March 2010*

Case Study – LEVI'S PERSONAL PAIR JEANS

*Assignment No 2: Wednesday 21 April 2010*

Case Study– SOLSKI LTD

*Assignment No 3: Wednesday 5 May 2010*

Case Study– THE AOTEAROA BANK LTD

*Assignment No 4: Wednesday 26 May 2010*

Case Study– NRMA LTD, CENTRAL COAST REGION

*The questions for the assignments, as well as the labels required for submission, are in the Assignment and Tutorial Book.*

The assignments are regarded as formative assessment and so your answers will be marked to give you appropriate feedback on your progress throughout the course, but the actual marks awarded will not count towards your overall course assessment mark.

For each assignment, complete, cut out and staple the correct label to your assignment. Place your assignment in the **ACCY 302 Box** on the mezzanine floor of Rutherford House no later than 2.30 p.m. on the due date. Assignments should be returned to you during the following tutorial session. The *suggested solutions* will be posted on Blackboard.

Your assignments must be recorded as submitted in order to comply with the mandatory course requirements. However, unexplainable recording errors and the loss of assignments do occur. For this reason, you may be required to re-submit some of your completed assignments. You should therefore retain a copy of each assignment you submit.

Note: Lecturers may assign other examples as extra “homework”. Solutions to these, where available in electronic form, will be provided on Blackboard.

### **Tutorials**

You have eight tutorial sessions that are held during the following weeks:

*Tutorial Session 1: Week beginning Monday 8 March 2010*

Value Chains and Levi’s Personal Pair Jeans Case Study.

*Tutorial Session 2: Week beginning Monday 15 March 2010*

SMA/SCM and Lifecycle Costing Question.

*Tutorial Session 3: Week beginning Monday 22 March 2010*

Strategic Decision Making - Solski Case Study.

*Tutorial Session 4: Week beginning Monday 19 April 2010*

Transfer Pricing Question.

*Tutorial Session 5: Week beginning Monday 26 April 2010*

Customer Profitability Analysis - Aotearoa Bank Case Study.

*Tutorial Session 6: Week beginning Monday 3 May 2010 excluding the Structural Choices and Transfer Pricing topic*

Inventory Management Question.

*Tutorial Session 7: Week beginning Monday 17 May 2010*

Quality Management - NRMA Case Study.

*Tutorial Session 8: Week beginning Monday 31 May 2010*

Performance Management Case Review - The Black Swan Hotel.

Please ensure you have worked through the assigned tutorial question(s) prior to your tutorial. *The questions for the tutorials are in the Assignment and Tutorial Book.* Solutions will be provided on Blackboard after the tutorials, except where they relate to the assignments.

### **Tutorial Group Sign-up**

You will be given the opportunity to sign up for one tutorial group on a first-come-first-served basis. Detailed tutorial sign-up instructions are given on the next page and on Blackboard.

The completed tutorial group lists will be available on or by **Friday 5 March 2010**. Subsequent changes can only be made if the course administrator agrees. Your tutorial group number should be noted on all assignments.

## Detailed Tutorial Signup Instructions

1. Go to the signup website at: <https://signups.victoria.ac.nz>
2. Enter your SCS username and password to login the system.
3. The “Signup Home” page opens. It displays all courses you are enrolled for and that use the S-Cubed Tutorial & Workshop Signup system. Click on the course you wish to sign up for.
4. The selected course page opens. It will show the course contact and brief details of the signup instructions. A “key” is provided at the bottom that explains all buttons and what they do.
5. The schedule of tutorials includes the day/time, location, maximum group size, and spaces left in the tutorial sessions.
6. If there are spaces left in a particular session, you will see the “ENROL” button next to it. You can click this button to enrol yourself into that tutorial session.
7. If there are NO more spaces left in a particular session, you will see the “JOIN WAITLIST” button, if available. You can click this button to join the waitlist for that tutorial session. Please note that you will be removed from any other waitlist you may have joined earlier. If somebody withdraws from this session, you will automatically be moved up the waitlist or enrolled into the session. In this case you are enrolled in the session; an email will be sent to you if you are enrolled into the session from a waitlist.
8. You can only “JOIN WAITLIST” if you have already enrolled in one of the other available sessions. In other words, “ENROL” in one session and then you can choose to join the waitlist for another preferred session.
9. You can choose to “WITHDRAW” from a session you have already enrolled for. You can also choose to “CANCEL WAITLIST” to remove yourself from a particular waitlist.
10. A “FULL” button indicates all seats and waitlist are full for that tutorial session. You must choose another session.
11. More details on the various buttons are available in the “Key” section at the bottom of the signup page.
12. You should “ENROL” in only ONE tutorial session and may “JOIN WAITLIST” for only ONE other tutorial session.
13. You can login and signup (or change your signup) anytime before the **closing date of the tutorial signup. You will NOT be able to sign up or change your choice after the tutorial signups have closed.**
14. You can view/confirm details of the sessions you are enrolled and waitlisted for, such as day/time and location by clicking on “My Signups” on the left hand menu.
15. Click on “Support” on the left hand menu if you are having problems.

This online signup system is available around the clock over the internet. Any requests after this date will need to be manually handled by the course administrator. You will need to submit a written application stating the reason why you were not able to sign up on time using the online system, along with other relevant documentation such as medical certificate etc.

Finally, **you must always attend the tutorial sessions that you have signed up for.** If you attend a different session, your attendance may not be recorded.

**For the following important information follow the links provided:**

**Academic Integrity and Plagiarism**

<http://www.victoria.ac.nz/home/study/plagiarism.aspx>

**General University Policies and Statutes**

<http://www.victoria.ac.nz/home/about/policy>

**AVC (Academic) Website: information including: Conduct, Academic Grievances, Students with Impairments, Student Support**

[http://www.victoria.ac.nz/home/about\\_victoria/avcacademic/Publications.aspx](http://www.victoria.ac.nz/home/about_victoria/avcacademic/Publications.aspx)

**Faculty of Commerce and Administration Offices**

<http://www.victoria.ac.nz/fca/studenthelp/>

**Manaaki Pihipihinga Programme**

[http://www.victoria.ac.nz/st\\_services/mentoring/](http://www.victoria.ac.nz/st_services/mentoring/)